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# Change: A Leader's Perspective

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# Change: A Leader's Perspective

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*Leadership Education Graduate  
Student Voices on 21st Century Change*

Introduction by Dr. Barbara Holmes  
Edited by Matthew Ohs

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## Leadership Education Graduate Student Voices on 21st Century Change



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# Preface

Heraclitus says... that all things move and nothing remains still, and he likens the universe to the current of a river, saying that you cannot step twice into the same stream.

– Plato, *Cratylus* 402a

The following articles represent the culmination of the Change Leadership course taught at Winona State University in the fall term of 2017. Graduate students explored leadership theories, crafted leadership philosophies, and applied their knowledge toward case studies and relevant work experiences. This *e-book* dives deeper into these topics and offers students of leadership and aspiring leaders current perspectives on leadership theories, the omnipresence of change, and personal reflections on the course material.

Leadership is a broad topic and one with many facets. Although the concept of leadership has a variety of meanings, this text relies on Northouse's (2016) definition as "a process whereby an individual influences a group of individuals to achieve a common goal" (p. 6). Additional thoughts which resonate throughout this *e-book* are that leaders influence outcomes and that leadership manifests itself in change, whether by cause or effect. Leaders must always remember Heraclitus' lesson for Socrates and Plato: change is a constant.

We are indebted to Dr. Barbara Holmes for sharing her wisdom on the subject with our class and for pushing us to engage with the course material through challenging class discussions, case studies, and academic writing. The authors of this text are: Hassan Al Tamimi, Kayleen Berwick, David

Biedenbender, Nabih Elteir, Ross Hemmingsen, Kevin Horton, Benjamin Johnson, Danica Johnson, Wail Kailani, Julie Kiehne, James Lowery, Michael Mangan, Matthew Ohs, Lori Steinke, Samuel Sujecki, Riley Swier, and Terrelle Wilson.

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## Foreword

The partnership between Leadership Education and the Winona State University Krueger Library has been growing over the last few years. As the graduate research component has developed, we have also examined ways in which to provide learning experiences and publishing opportunities for our graduate students.

One such project was to explore and use the new State of Minnesota subscription to Pressbooks. Pressbooks is a platform which provides an easy-to-use web interface and a variety of templates for digital publishing. This book is the second book created by Dr. Barbara Holmes's Change Leadership course and is the first book published through Pressbooks. Our partnership will expand to using a Pressbooks template, assigning an ISBN number, and exploring the print publishing options available for students and the library for physical copies of this book. This is a first step in the development of a streamlined process for *e-book* and print book publishing on our campus. This project will join a larger effort and approach to capturing, showcasing, and preserving student, faculty and staff scholarship and creative output on our campus.

Kendall Larson

Coordinator of Digital Collections & Initiatives

Winona State University – Darrell W. Krueger Library



# Introduction

This *e-book* represents an enthusiastic foray into digital tools' use in a graduate leadership class. During the 2017-2018 academic year, leadership education graduate students implemented activities that demonstrated mastery of leadership knowledge and skills. Through high class engagement, developing personal leadership philosophy statements, interviewing effective leaders, and analyzing leadership case studies, future leaders practiced learned leadership competencies. The Franklin Covey Center (2017) posits that:

*We live in a fast, up-tempo, modern economy that requires competencies such as initiative, communication, collaboration, responsibility, critical thinking, creativity, and productivity. In the world of education, these are 21st-century leadership skills* (<http://www.theleaderinme.org/information/what-is-the-leader-in-me/21st-Century-Skills/>).

Change leadership provides an introspective lens into the art and mastery of leadership by exploring leadership research and supporting theories. Authentic leadership activities connect leaders to followers and facilitates self-awareness. It is important to be able to demonstrate initiative and creativity in safe learning environments and reflect on that learning. Schon's theory of reflective practice suggests using multiple opportunities to practice skills that are being learned. Reflective practice facilitates the acquisition of improved introspection, communication skills, and personal development.

The assigned collaborative project for this year was the development and production of an *e-book* on change leadership. Implementation of this project required title selection, content development, project management and production scheduling. The underlying goal of this project was to use today's technology to improve learning.

In implementing this project, the class partnered with the Winona State University Library and Ms. Kendall Larson, the Digital Collections and Initiatives Librarian. Ms. Larson provided a live demonstration and training

of Pressbooks online platform. The partnership with the library was a viable connection for understanding how to use digital tools to complement learning.

The contributing authors expressed excitement about participating in a project that put collaborative leadership in action. Change Leadership, as a course, changed for the better with the richness added through becoming a technology-enabled course. We are happy to share these new leadership voices. Enjoy.

Barbara Holmes, Ph.D  
Associate Professor  
Leadership Education  
Winona State University

## Change in the Work Environment

Hassan Al Tamimi

There are three types of change in the work environment: a change that will increase efficiency and efficacy, a change that will neither increase nor decrease efficiency or efficacy, and a change that will decrease efficiency and efficacy. Leaders need to understand the dimensions of production leadership and people management in order to ensure that change will increase efficiency and efficacy. If not, change could deplete the organization's resources and decrease the employees' satisfaction. In addition, leaders need to recognize how important innovation is in efforts of increasing efficiency and efficacy.

Two key problems can affect change and innovation: planning and communication (Management, n.d.). Any change will be difficult and may even be impossible without a well-developed plan and a clear communication strategy. This is because planning affects *production* and communication affects *people*. Therefore, if leaders want to make changes that will improve the work environment and make the processes of change more efficient and effective, those leaders need to ensure that no problems with planning and communication exist. More importantly, leaders need to know how to balance production and people because of the opportunity cost. If leaders invest in the production and pay less attention to people, people's satisfaction may decrease. If leaders invest in people and pay less attention to production, the production quality may not meet the desired goal.

Blake and Mouton's Managerial Grid shows leaders what type of leadership style will improve the work environment and increase efficiency and efficacy. It demonstrates that, by adopting the "team management style," teamwork skills will improve, and leaders will encourage cooperative behavior instead of



competitive behavior. If leaders adopt a team management style, the process of change and innovation will be smooth because those leaders will instill a sense of ownership in the staff, encourage participation, and encourage the value of teamwork. This approach will create an ideal environment for change and innovation. Employees will communicate new ideas to leaders (bottom-up) with full confidence and without hesitation. This will foster innovation and change. When employees feel that they can make a difference instead of doing routine work, they will not hesitate to share ideas with top management and coworkers. This will lead to an increase in efficiency and efficacy.

In regards to balancing production and people, this will be achieved by looking at the organization as a whole, how employees communicate, and using emotional intelligence to deal with various types of employees' personalities. Leaders must focus on the following three skills:

**Organization:** Leaders need to be well-organized individuals. In the workplace, the typical and simple organizational skills may not be sufficient to complete the work. Therefore, organization should be the top priority and leaders should invest in this part for at least two years, especially that being organized can help in the organizational process and minimizing problems with new initiatives.

**Communication:** There is always room for improvement in communication. There is always something new to learn. Leaders need to identify employees who need to improve their communication skills. Those employees should attend workshops for enhanced communication. In addition to classes, leaders should mentor them and show them the best way to communicate an idea.

**Emotional Intelligence:** Emotional intelligence is very effective especially when dealing with sick people and stressful situations. Leaders need to be able to recognize and control their emotions quickly, as well as manage those of other people. Leaders must practice this ability until it becomes second nature. This ability will help leaders become effective leaders that will positively influence others.

Emotional intelligence is a skill that improves with observation and experience. Those who understand how people behave, their needs, and psychology could become leaders. They make people follow them by understanding them and satisfying their needs. For example, comedians make jokes. They know that people need to laugh and feel happy. Comedians understand the behavior of people and recognize their needs. Thus, they make jokes that would make them laugh. Many people like them and enjoy being around them. Those are social leaders that make a difference in the psychology

of our society. Therefore, emotional intelligence is a strong component in leadership.

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## Transitioning Through Change

Kayleen Berwick

Change is inevitable. It is imperative for a leader to recognize that organizations change in some ways that are large and drastic and other ways which are less noticeable, and these each elicit different reactions from others in and associated with the organization. Often, a leader can implement small changes that transition to larger changes. Making small changes over a period of transitional time leading up to a large alteration benefits organizations. Without any preparation, making an immense adjustment very suddenly can contribute detrimentally to an organization's success by putting staff members and other personnel in a state of complete disarray and confusion. It is advantageous to introduce grand alterations in an organization incrementally, so as to not leave staff, patrons, or others in a state of shock and misunderstanding.

Organization A shows an example of successful preparation leading to major change through the impending change in its leadership and the steps taken before this crucial transition. Organization A's director is retiring. The director's preparations for retirement included several small, incremental changes to personnel and practices. These were installed throughout the past several years, and these set the organization up for success in its next chapter.

One such alteration is that over the past five years, the director increased the size of the organization by a few members each year. The talent hired now comes from a broader geographic area and is of a higher caliber, as opposed to the former practice of hiring more employees locally and sacrificing the quality of work produced. These changes allow the organization to be more competitive going forward in attracting higher-quality personnel as well as engaging more patrons to the organization. Additionally, the director recruited an extremely dedicated pair as President and Vice President of the board of directors that worked tirelessly at fundraising for Organization A and produced

immense success over the past year in particular. The director also involved younger people in board activities. These particular individuals demonstrate prior experience in the organization and forward-thinking visions that show great potential for future leadership opportunities. Furthermore, under this leadership, the organization created a brand new staff position. All of these changes individually were hardly mentionable, but together led the organization to a much better footing. In its current state, it is now ready to be much more attractive to prospective candidates as the search for a new director to carry the organization through its next chapter – and the great transition to follow – commences.

The director of Organization A placed much thought and care into an impending major change in leadership. It is apparent that utilizing small changes as stepping stones to a large transition prepares staff members and other personnel for the major change to come. It also sets the organization, its staff, and patrons to continue propelling forward through this change in leadership and well into the future. A leader with very strategic decision-making skills thinks far enough ahead to prepare the organization for a major transition on the horizon.

In contrast to Organization A's thoughtful provision, Organization B underwent a drastic number of position turn-overs in a recent year and suffered the consequences of being ill-prepared. In this particular year, the new volunteer coordinator was interviewed and brought aboard two months later than anticipated, and another Director of Guest Services was hired shortly after. Undergoing these changes in personnel in two very critical and intertwined roles without any prior preparation created several setbacks in the organization's functions. The two new staff members lacked the communication necessary for the roles to perform properly because each was focused on their specific tasks as opposed to keeping in mind the larger picture and how the roles should work together. This lack of communication led to several minor situations with patrons and volunteers alike. In such circumstances, these two individuals remained uninformed of certain facts, therefore, creating negative experiences for these particular patrons and volunteers.

Organization B failed to implement smaller changes and detailed processes during a transition period before this specific staff change. Such preparations would have provided a more stable environment in which the new staff members could settle. Furthermore, the communication between these particular roles would have exceeded what was the reality, which, in turn, would have improved the experiences of patrons and volunteers across the board.

In conclusion, every organization undergoes a wide variety of changes over its lifetime. Organizational change is unavoidable, and it is crucial to recognize that large, drastic transformations often cause confusion, chaos, and disorder. Therefore, it is beneficial to coordinate a transition period with a series of small alterations that build into the large transition. Though it requires strategic planning and forward thinking, the payoffs of preparing an organization and the associated staff and other personnel for change are invaluable.



## Thoughts on Change Leadership

David K. Biedenbender

It is inevitable that organizations, groups, and teams will go through periods of change. For a variety of reasons, members of those organizations, groups, and teams need strong leadership during those periods of change. Leaders need to understand the members of the group and provide them with necessary information and support to help them navigate the change taking place. There are several key thoughts that can be helpful to leaders during these times of change.

**Empathy** is an important quality for leaders to have during times of change. Leaders need to “stand in the shoes” of followers and attempt to see the world from their point of view. They need to truly understand what followers are thinking and feeling (Northouse, 2016). Sometimes followers are excited and ready for the change taking place, and other times followers are strongly opposed to the change. Leaders need to get a proper read on followers so they can understand what they need during these transitions and know how to guide the members of their group.

One job of a leader during times of change is to cast a **vision** that is so powerful and so appealing that it overcomes the group or team’s natural inertia and resistance to change (Williams, 2015). People are, for the most part, resistant to change. Most would rather stay in an uncomfortable situation that is familiar rather than try something new and unfamiliar. When Vince Lombardi became head coach of the Green Bay Packers, he had a clear vision of what the Packers would become. He immediately began to instill that vision in his coaching staff and players. Leaders during times of change need to instill their vision in their followers, as well.

Leaders also need to **prepare** followers for the change that is coming. Whatever a leader does now sets up what he does later – and there is always a later (Krzyzewski, 2000). Leaders need to have a step-by-step approach in mind



to prepare followers for changes to the group or organization. If followers are gradually prepared for the changes to come, they will most likely be more ready to cooperate when asked to make alterations to their routine.

Followers generally do not like change forced upon them, so leaders need to be masters of **persuasion**. A good leader will create change through the use of gentle nonjudgmental argument rather than trying to coerce followers. Leaders will use clear and persistent communication that convinces others to change (Northouse, 2016). Leaders will work to inspire followers to accept change rather than demand it of them.

Krzyzewski (2000) believes if leaders are going to expect followers to go along with changes, leaders must be **fully committed** to the course of action that is taking place. Leaders who have a non-committal attitude toward an upcoming change or transition will struggle to gain the support and commitment of followers. When followers witness an enthusiastic and committed leader during a time of change, they will be more apt to jump in and embrace the new thought or idea. If followers can sense the leader is not committed, there will be a struggle to engage those followers in full commitment to the cause.

Both Northouse (2016) and Vince Lombardi believe that **foresight** is important during times of change. Foresight is different from vision. Foresight is the ability to predict what is coming based on what is occurring in the present and what has happened in the past. Leaders need to be able to foresee answers to questions like these: How have my followers reacted to changes in the past? What opinions have my followers expressed on changes like these previously? How will my followers react to the change that is coming? How can I prepare my followers to avoid any problems when this change occurs? What types of reactions are common when changes of this magnitude take place? Leaders need to be able to predict the reactions of followers and try to head off any issues they might see coming.

Vince Lombardi felt during times of change that leaders need to **focus** on what is important, keep things simple, and eliminate complexity (Williams, 2015). Too often leaders inundate followers with too much information and too many changes at one time. Lombardi kept things simple with his Green Bay Packers team by running an offense that focused on just a few plays and worked to perfect the execution of those plays. In the same way, leaders need to simplify things for the followers in their groups so they don't get overwhelmed with the changes taking place. It helps if followers can focus on just a few important things during a time of transition.

**Listening** and being receptive to what others have to say is an important

thing for leaders to do during times of change. Northouse (2016) surmised that through listening, leaders acknowledge the viewpoint of followers and validate their perspectives. In order for leaders to understand followers and empathize with them, they need to listen to issues and concerns followers may have with the upcoming change. By listening to followers, leaders may discover things that will help them ease the transition for those followers. Followers will respect the fact that leaders take the time to hear their concerns. Leaders may just hear some ideas from followers that cause them to alter some of the intended changes to better fit the followers' needs.

Times of change create challenges for organizations, groups, and teams. Leaders can definitely help during these times by consciously and proactively addressing the needs of followers. Getting followers to buy in to change can be aided by thoughtful servant leadership. If leaders fulfill the responsibilities they have to followers during times of change, followers will be more willing to follow them down the positive path of change.

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## Creating a Change Culture

Nabih Elteir

In the fast-changing 21st century, leaders are forced to do more with fewer resources. Creating change in any workplace is not a problem but resistance to change from employees is the problem. Change at work is a complex process that employees often dislike, as they feel more comfortable doing the job as it was always done. The 21st-century leader believes that old ways won't open new doors. Therefore, leaders drive to a continuous change to increase productivity and improve workforce relationships that lead to success. To succeed with change, leaders at Fairview Health create an environment that accepts change and handles resistance well in the workplace. For Fairview Health, progress is possible through a leadership that enables change.

### **Create a Change Culture**

Fairview Health leaders continue to create a change culture in the organization that helps employees to absorb change. Fairview has developed a change culture due to the recent partnerships and mergers that the organization has acquired over the past years. In 2017, Health East, a company of 7,500 employees, joined Fairview Health system's 25,000 employees (Snowbeck, 2017, para. 7, 9). Change culture is important as it helps employees to accept change quicker with less resistance. Creating a change culture requires leaders to build strong relationships with employees, set change culture strategies that align well with the organization's mission, and create change-enabling leaders through education and mentoring.

### **Building Relationships**

When employees trust their leaders, they don't resist change compared to times when employees don't trust leadership. The trust and confidence in leadership give leaders flexibility in forcing change, if needed. The confidence that employees carry in leaders starts when leaders build strong relationships with their employees. At Fairview Health, there are common activities that

leaders do to gain followers' trust and confidence at work, such as listening to employee's thoughts and concerns about work or personal matters, constant communication about how to improve work conditions, and providing tools and resources to help employees succeed and perform well. Additionally, Fairview closes gaps between senior leadership and frontline staff, treats followers fairly, and involves followers in the decision-making process. All of these activities help leaders gain employee's trust during transitions because confidence in leadership's decisions decreases resistance.

### **Setting a Change Culture Strategy**

Creating a change culture in an organization is a complex process that requires significant amount of time and training. Before creating a change culture at any organization, leadership needs to make sure that the change culture strategy will align well with the organization's operations mission or purpose. Pater (2015) writes that "Organizations, like children, continuously grow, but are they growing in the desired direction?" (p. 25). Pater explains that the key for an effective leadership is to progress a company's change culture in the same way wise parents' guide their children. It is important that when leaders create organizational strategic plans, they consider how these plans will align with promoting a change culture at work and how a change culture could affect the company's mission.

### **Change-Enabling Leaders**

When building a change culture at work, Fairview Health leaders create change-enabling teams that support change. Before introducing change to employees, Fairview's senior leaders make sure that the organization's mid-level leaders and supervisors are supporting the change. McLagen (2002) says "be sure your managers and supervisors actively support the change. When supervisors personally use the change practices taught in training, employees are more likely to also use the new practices" (p. 54). To gain employees' support, leaders direct followers on what they need to do to support change. With several recent partnerships and mergers, Fairview Health has been through strategic changes in efforts to reduce expenses and increase margins. The organization's leaders enact change through removing barriers, listening to all thoughts, and making sure employees' voices are heard.

### **Handle Resistance Well**

The second way to succeed in change is handling resistance well from employees. Change leaders must be able to put themselves in other people's shoes and use patience to handle the employees' resistance. The four common reasons that cause resistance at any workplace are differences in employee's

opinions, employees seeing no need for change, leaders introducing change poorly, and change affecting employee's performance negatively.

### **Thinking Preferences**

Employees have different opinions when change is introduced. Goodwin (2016) divides people's thinking preferences into four categories "analytical, sequential, imaginative and interpersonal" (p. 19). At times of change, analytical thinkers want to know the purpose of change, action-oriented doers want to know what the new expectations are, energizers want to see how the change fit in the big picture, and socially-oriented connectors want to maintain the group norms during change. The best way to handle this resistance is by trying different hats that align well with the employee's thinking preference.

### **No Need for Change**

Employees sometimes see no need for change. If a follower is performing well or the company is making a good margin, why change? There will always be one person on any team that doesn't like change or doesn't see the big picture behind a change. Successful leaders handle this kind of resistance with patience and listening to employees. At Fairview Health, when leaders identify employee's concerns, leaders manage conflict by stepping in quickly to find solutions and explaining the big picture. Fairview Health leaders believe that good communication and collaboration between leaders and employees lead to success. It is the leader's job to provide the tools that help employees during times of change to continue the success. This kind of resistance happens very often in big corporations when senior leadership uses new strategic plans that cause resistance from front-line staff. Front-line employees normally see that there is no need for change, which leaves the mid-level managers and supervisors challenged as they try to close the gaps.

### **Introducing Change Poorly**

The most important phase of change at the workplace is the introduction. Employees may resist or start feeling uncomfortable when leaders introduce change. The best way to manage this kind of resistance for a leader is to be prepared for any setbacks or concerns from the employees. When introducing a new change to the team, Fairview Health's leaders present change in a way that doesn't make employees uncomfortable or feel threatened. Leaders listen to employees and get them involved in the decision-making process before sharing a change. When leaders introduce change to employees poorly, they start to feel disengaged and leaders begin to lose follower's trust, which results in poor outcomes.

### **Employee Performance**

The first thing that comes to an employee's mind when leaders are

introducing change plans is how the change is going to affect an individual's performance. If the employee feels that change will improve performance, they won't resist and will be excited about a change. However, this doesn't happen most of the time because even if a change is going to improve an employee's performance, most of the time they don't see it happening. Therefore, employees resist change when it is introduced. The best way to handle this kind of resistance is to provide all of the necessary tools and resources to employees to keep performance high in times of change.

To put it all together, creating a successful change culture and handling resistance well are key factors to a successful change leadership. When organizations create a change culture, employees' resistance will decrease. Poor communication, the threat of losing jobs, fear of the unknown, and low confidence in leadership causes resistance from followers. When creating a change culture, leaders must create strong communication bridges and build effective relationships with their employees to gain trust and increase confidence. By doing so, resistance will be minimized and progress will be a possibility.

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## Overcoming Common Challenges with Followers

Ross Hemmingsen

In 1930, Charles H. Mayo wrote, “The only thing that is permanent is change.” Almost ninety years later, this statement still holds true. Change brings unexpected challenges, and many of these can have a negative impact unless managed with proper leadership. Some of the most common challenges a leader can expect are developing the commitment of followers to buy into change, follower emotions, and instilling a culture of innovation within followers.

Developing commitment is the first step in any change process. Many people believe being a follower is doing what a leader says. For successful implementation of any change, a follower must feel empowered and have the tools to perform independently without being told how to do their job. In many instances, a follower may expect too much from their leader and may lead to less accountability for themselves. In this situation, the leader must build complex relationships with these followers not only for the leader’s knowledge, but the follower as well. A committed follower knows what their leader’s strengths and weakness are and focuses on filling any gaps of weakness between them (Jacobson, Setterholm, & Vollum, 2000). A leader must also provide future value for the follower. The follower will need to understand in what way their livelihood will improve after buying into the change. This creates trust and motivation, which ultimately leads to commitment.

Multiple skills could be used to contribute to obtaining commitment with followers, but one stands out above all- vision. A leader must show the capabilities to see a clear and better future for the organization, team, or follower. Not only is the vision itself imperative, but the communication of this vision is equally imperative. A follower must be able to understand, for themselves, exactly what the future will look like and how it favors them.



Emotions run high in the workplace, and controlling these emotions is arguably one of the more challenging aspects of leadership whether an organization is experiencing substantial change or not. Many factors contribute to negative emotions within today's organization(s), and change is near the top. Three of most common negative emotions that impact followers consist of fear, isolation, and stress. Fear is not necessarily associated with the actual change, but with the unclear future associated with the change. Isolation may occur if a follower feels less involved in the change or is not asked for input. Stress may be a combination of physical, psychological, or mental reactions from the change. The effects of these negative emotions ultimately lead to one result—resistance. Ineffective change leadership will not only lead to resistance, but may also invoke followers to completely block or avoid all change.

Controlling or using these emotions to positively progress the change takes a significant amount of emotional intelligence. Emotional Intelligence can be defined many ways, but Mayer & Salovey (1997) define it best as the ability to perceive and express emotions, to use emotions to facilitate thinking, to understand and reason with emotions, and to effectively manage emotions within oneself and in relationships with others. Common and effective traits of emotional intelligence include self-awareness, self-regulation, and empathy. Self-awareness allows the leader to understand exactly how he or she affects the follower. Self-regulation is the ability of the leader to verbalize or act in a manner that is only positive for the follower. Empathy is the ability to feel the emotions in which the followers feel, or more commonly, the ability to put the leader in the follower's shoes. A leader that knows exactly how to control follower emotions will be able to avoid much of the pain and resistance that originates with change.

As an organization must change, so does the way its members think and work. Instilling a culture of innovation is critical to keep up with change, during and after. Innovation contains two different facets: thinking of new ideas and implementing them (Adair, 2007). It should not be used in large steps, but small gradual ones. If a follower does not have the desire to innovate or think creatively, they become increasingly inflexible and adverse to anything original. A leader must keep the communication channel open between all followers and remove some of the hierarchy to push decision outwards to other people, teams, and departments. A leader should also encourage creative thinking within their team and include everyone on new ideas. Keeping followers informed and giving them the responsibility to bring ideas forward will keep them dynamic and give each person a sense of purpose or an in-group feeling.

This challenge may also be relieved by multiple leadership skills, though one stands out above others- leadership making. Leadership making focuses on creating high-quality exchanges between a leader and all followers, not just on a specific few. Leadership making creates an in-group feeling in all followers from more reciprocal interactions. This creates higher motives and more openness for creative thinking (Northouse, 2016).

The result of great leadership is apparent, but because change is a constant, leadership is the most challenging aspect of the change process. To help future leaders thrive during change, they should be prepared to keep the followers' needs in mind at all times. The leader should expect common challenges such as gaining commitment, controlling follower emotions, and instilling a culture of innovation. To help overcome these challenges, important skills of vision, emotional intelligence, and leadership making need to be emphasized by leaders.

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## Coaching for Change

Kevin D. Horton

“Success consists of daily victories.”

-John C. Maxwell

Change happens when a person becomes aware that the way things have been needing to be different. Sometimes, this awareness occurs on a daily basis. A part of change may be that leaders inspire it or encourage it to repeat. One may reflect on those who have been in leadership roles in one's life, and one may discover that those leaders have not always been active. Leaders should demonstrate qualities that stand above what one might expect to find in everyday interactions. Guidance, patience, and understating are three of the core leadership qualities that are most important.

One role that requires leadership skills is coaching. There is always a player inside a coach. Coaching basketball is an experience that can shape one's view about the impact you can have on people's lives as a leader. Sometimes, people who are leaders want to be correct in every situation as they step in to guide and lead the group. However, that is not the best approach, especially in coaching. A successful coach must join with the players. You must draw on your own experiences in playing the game to help guide others.

Guidance is a central factor in being a successful coach, being sure not to give commands only; instead, to offer suggestions, direction, and constructive critical feedback. Sometimes guidance can come from the knowledge that a person gains in recent experiences with capable leaders. There is a sort of perpetuation of leadership as one uses knowledge to inspire others. Guidance helps players be more prepared when situations come up in games. It is essential to learn to adjust and approach the game mentally and not let choices be emotionally driven. Guidance may include pulling players to the side to correct their approach, or to help with what could change the outcome of the situation.

If a player cannot think, then a player cannot play basketball; thus, much of coaching is teaching players how to think. Encouraging and thoroughly preparing players for mental and physical exercise has become the biggest asset to our coaching system and essential for leaders/coaches. Guidance off the court is as valuable as it was on the court. Being able to guide one's self is at the center of steering others. One must be acutely aware of one's strengths and challenges.

Patience to want to coach and lead is another foundational element of effective leadership. Taking control and dictating to others is not the most efficient thing to do. Tasks should be approached with patience. One must take the time to assess and analyze options and approaches. People should be able to voice opinions, but also to take criticism to make changes.

Sometimes, as a coach, one must allow players to make mistakes to learn. Hands-on can serve as the best approach for younger generations. Walking step by step through situations inspires growth. In the end, the coach/leader is not trying to get people to do what he or she would do; instead, the coach/leader is acting with patience as each player and the team finds the best ways of doing things. Many times, outside issues creep into practices and games, and the coach must be aware of the impact on the team. Patience is key to helping the players and teamwork through challenges. When patience wears thin, one must rely on understanding.

Leaders should value understanding. There cannot always be predictability in any situation, and one must be prepared to be flexible. Things often happen on a daily basis that shift the dynamics of a job. One example of this is academic performance when working with a school team. The coach/leader must be understanding of the multiple demands on the team members, including the requirements of the classroom. An ineffective leader may merely demean the players if they were struggling with their school work. A more useful leader would show understanding and help work on ways to find success. While frustrating, when one engages intelligence in challenging situations, in the end, the case is often more efficiently resolved.

Skills of guidance, patience, and understanding must be part of a practical approach to leadership. If one approaches a leadership role without these skills, one may find that an individual or the team never reaches an optimal ability to reach its potential. Mistakes will be made, and choices will be questioned; that is part of the process. No leader can always be correct, but a leader must accept change and look forward to becoming the best leader possible.

## Pursuit of Greatness

Benjamin Johnson

Every successful leader has an overall motivation to strive for greatness, regardless of the specific task at hand. An overall sense of positivity is something that followers feed off of and helps be successful. A personal leadership philosophy is leading by example, showing positivity, and motivating followers to ultimately reach a common goal.

As a leader in any environment, there is an opportunity to have an impact on the followers, either in a negative or positive way. It is important that a leader is positive when engaging with followers to ensure that the impact on the follower is one that a leader is looking to have. As a baseball coach, it is critical to conduct oneself and act in a positive manner. It is very important to understand that the impact on the group of individuals is something that can make or break an individual if the experience is negative. To provide a negative example from personal experience, there was an athlete that had a negative experience with the coaching staff and ultimately made the decision to leave the team and transfer schools. Whether right or wrong in that situation, it goes to show the potential impact that coaches and leaders have on the group of followers and it needs to be positive.

Among leaders in today's world, there are many great quotes that other leaders and followers can take to positively improve the way they live on a day-to-day basis. While being in athletics, the quotes that have a positive impact are traditionally ones that come from athletes and coaches. David Wright, New York Mets all-star third baseman, said, "Whether you have a great game or a terrible game, tomorrow's another day and you've got to come out here and compete" (Sippo, n.d.). This attitude is directed towards baseball or sports in general, and relates to other aspects of life including the workplace. There will be days where production is down or quality of work is lacking, but it is important to avoid dwelling on the negatives and take it as motivation to

improve when the next opportunity presents itself. In regards to coaching, the previous quote is very prominent among the team and especially the pitching staff. For the team, it is important to understand the good and the bad of a game or practice and use it as an advantage. Even if the game resulted in a win, there was something that the team could've done a little bit better, and it is crucial for the players to understand that. Even after a loss, there are good things that can be taken away. It is important to analyze the game day of, but don't let the result effect the team the following day. Learn from the good and the bad while improving every day, and have the end goal of being great.

Having the ability to get through to followers of being in the present and control the controllable are other concepts that can have a positive impact and ultimately lead to success. One expression that is used with regards to being in the present is always be where your feet are. For example, while at practice, it is important to understand what is going on at practice should be the only focus. It does no good to stress over outside factors, such as class, grades, and homework. When in class, that should now be the main focus. Greg Maddux, a Hall of Fame pitcher, said, "Other than my at bats, I have no control over the runs we're going to score. But I can control the pitches I make, how I handle my mechanics, how I control my frame of mind. That's what benefited me most. I can't control what happens outside of my pitching" (Ballew, 2007).

Maddux's words are powerful and show the importance of understanding what can and cannot be controlled. By using the concept of control the controllable, there is the potential to remain positive when negative situations arise. It is important to stress the previous concepts to followers, and continue to motivate followers to portray these concepts at a high level to be successful. These concepts also help with the overall focus level of the group, avoiding outside distractions, and dodging the emotional roller coaster. The emotional roller coaster refers to the individual's ability to remain level headed through the ups and downs, regardless of the situation.

Leading by example is a common concept that can be good or bad. As a leader, there needs to be the constant motivation to lead the group in a positive way. An athlete that many people look up to and view as, not only one of the greatest players to play the game of baseball, but teammate as well, is Derek Jeter. Jeter said, "Leadership is more about what you do, not what you say" (BaseballQuotes1, 2016) Teammates and followers were always able to count on Jeter, and it wasn't necessarily through his words, but how hard he played the game every single time he put the uniform on. For Jeter, it was important to be the best teammate he could be and to carry himself in ways that he would want his teammates to act.

As a leader, it can be easy to have days where effort is lacking and that's a big reason why it can be challenging to be a great leader because the expectations are so high. It's difficult to be their best every day, but effort is one thing that an individual always has control over. Effort is something followers look for in the leader, and if the leader's effort is lacking, there is no motivation for the followers to give their best effort.

Leading by example, showing positiveness, and motivating followers to ultimately reach a common goal is something that is personally believed as a leader. These concepts set up a leader to have success: the ability to improve every day, living in the present, controlling the controllable, and positively leading by example.

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## Transformational Leadership in the Sport Industry

Danica Johnson

Transformational leadership is one of the most desired leadership styles in the sport industry. Leaders that embrace this approach put the followers' emotions, motives, and needs before their own. In sports, change is inevitable. It requires adaptation and survival in the ever-changing sport industry. Every year, there are coaching, administrative, personnel, and rule changes within sport organizations. While attending the University of Wisconsin-La Crosse, there were a number of these changes, more specifically seven coaching and five administration changes, all within five years. With more transformational leaders in the sport industry, organizations can increase retention rates and create an environment that is accepting of change. This occurs through adapting followers to change and creating depth within the organization, which produces more positive organizational outcomes.

As a leader and a follower, it is important to know how to adapt to change. Change is inevitable in any industry, especially in sports, and many people fear the idea of change because it is a disruption to the normal routine and there is a lack of certainty in leadership. However, adapting to change can increase the success of the organization while also building working relationships with the leader. Weston (2015) gives advice for dealing with and adapting to change. Acknowledging the change is the first thing a leader or follower should do. Instead of resisting the change, accept it and begin to take steps towards adapting to it. The next piece of advice is to be flexible and embracing of change. Being open to new challenges and approaching change with an attitude of learning helps leaders and followers better adapt to change. The last, and most important piece of advice for dealing and adapting to change is communication. Clear and concise communication between leaders and followers helps all involved adjust to change more efficiently (Weston, 2015).

Using these pieces of advice reduces stress and anxiety in times of change, and makes the transition through the change smoother and more effective.

Another way a transformational leader in sports can create an environment that is accepting of change is by creating depth within the organization. Maxwell (2015) writes that “every great team has great depth” (para. 1). He establishes multiple dimensions of depth that a leader should develop within a team or organization. The first dimension is relationship depth. This deals with creating meaningful connections among the followers and leaders, as well as developing a level of appreciation for those that are a part of that team or organization. Diversity depth is the next dimension, and it includes having a variety of skills, experiences, backgrounds, and education within the organization. Through personal experience, groups and teams that have variety work better together and compliment rather than compete with one another. The last dimension is servanthood depth. This dimension of depth refers to the commitment of serving others (Maxwell, para. 6). Having leaders and followers who put others first are selfless and desire to help to whole team or organization succeed. Developing these different dimensions of depth within a team or organization can help followers and leaders create a place where change is acceptable and welcomed.

Research shows that transformational leadership in organizations leads to more positive organizational outcomes such as job satisfaction, commitment, and perceived leader effectiveness. It also finds that transformational leadership led to a higher level of identification, involvement, and attachment to the organization (Peachy & Burton, 2011). Having more transformational leaders in the sport industry will increase effectiveness of organizations, while at the same time lowering turnover.

Transformational leadership emphasizes intrinsic motivation and follower development (Northouse, 2016). With this leadership style, the focus shifts from the leader to the followers, and transformational leaders are cognizant of the needs and motives of the followers. Burton and Peachy (2009) identified four dimensions of transformational leadership, which include charisma, inspiration, intellectual stimulation, and individualized consideration. A leader with charisma looks to provide followers with a vision and instill pride, trust, and respect, while the dimension of inspiration includes leaders communicating high expectations, articulating purposes, and focusing on the efforts of the followers (Burton & Peachy, 2009).

From personal experience as an athlete, successful coaches are both charismatic and inspiring. These coaches motivate players to excel at new heights and push their limits. Leaders that display intellectual stimulation are

intelligent and have highly developed problem-solving abilities, whereas individualized consideration is where leaders make sure to give personalized attention to each of the followers (Burton & Peachy, 2009). Transformational leaders make it a point to get to know each of the followers beyond the surface. This helps the overall success of the organization.

Leadership is a complex topic and its importance in an organization and team is indisputable. Every leader has their own unique characteristics and traits, and certain leadership styles are desired more than others, depending on the industry. Transformational leaders in the sport industry care about the needs, motives, and values of the followers and look to develop them into the leaders of tomorrow. This is necessary, especially in an industry where change is unavoidable and spontaneous. Knowing how to adapt to change and develop depth within a team or organization can make those transitions of change more positive and successful. Change is a part of everyday life, and it is important to know what to do when faced with change, both as a leader and a follower.

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## Why Do Some Leadership Styles Accomplish Change?

Wail Kailani

Change is the desired outcome for any successful leader. Life is always changing and evolving, and a significant role for leaders is to adapt accordingly. The meaning of change depends on the situation, but in the context of leadership, it refers to adapting and evolving to become a better person, organization, or society. Change is often resisted by people when faced with something new, which adds to the complexity of leadership and change. This paper will explore multiple leadership approaches and how they try and accomplish the desired change in people and organizations alike.

People resist change for a variety of reasons. The reason could be because employees do not trust their leaders enough to follow them to the new way. Another reason to resist change could be concerns about what the new change will cost in financial terms. The fear of losing one's income is a reason to fear change because the change in organizations is often associated with downsizing. According to Roberto (2011), being afraid of change sometimes comes down to a psychological fear of failure and the unknown (p. 24). Because of the reasons mentioned here, uncertainty and stress associate with change.

People and organizations need an adaptive leader to guide them through the change. As the name indicates, an adaptive leader is one who can adapt and help the followers adapt to change. According to Northouse (2016), adaptive leadership "focuses primarily on how leaders help others do the work they need to do, in order to adapt to the challenges they face" (Northouse, p. 258). An adaptive leader inspires his followers to change and adapt for the better.

Some scholars think leadership is a trait and that it is all about the leader's personality characteristics. Others argue that leadership is a skill that depends on the leader's capabilities. While it is true that some skills and traits are good

and useful for a leader to have, that does not necessarily mean that people without those skills and traits cannot lead.

When thinking of leadership and its responsibilities, an old proverb rings true, heavy is the head that carries the crown. Being a leader is not an easy task. The definition of leadership changed throughout the decades, and is, according to Northouse “a complex process having multiple dimensions” (p. 1). Put in layman’s term, a leader is a person in charge. A smoother definition comes from the famous leadership author John C. Maxwell, who says “a leader is one who knows the way, goes the way, and shows the way” (Maxwell). Leadership starts by changing oneself for the better, to changing organizations and nations.

Another example of leadership utilizes power and domination and can be referred to as authoritative or coercive leadership, which as all leadership styles, it can impact societies and organizations alike. Hitler and Saddam are examples of such coercive leaders on a societal level. As has proven by history, coercion does not lead to satisfactory results. It is quite the opposite, people living under a coercive leader or regime are often scared and unhappy. They are told what to do so they do not think for themselves and follow blindly. This kind of leadership might be able to get quick results from its followers in the short term, but it will diminish creativity and independent thinking in long-term. Eventually, people revolt against such leaders the first chance they get. The change that this kind of leadership accomplishes is not for the common good but instead, serve a selected few.

Followers will follow a leader because of fear or love. The latter lasts longer because people tend to follow and imitate the ones they highly respect and hold as role models. This kind of leadership is sometimes called servant leadership. It requires the leader to “be attentive to the concerns of their followers, empathize with them, and nurture them” (Northouse, p. 225). For leaders who fall into this category, it is all about serving their followers and empowering them. Mother Teresa is a good example of such leadership. The change that resulted from her leadership had a huge lasting societal impact through building and operating hospitals and schools all over the world.

Mother Teresa’s leadership sometimes falls under a larger leadership category approach called transformational leadership. If a leader can transform his followers and the workplace, then he is a transformational leader. A transformational leader will appeal to the moral values of the followers, whereas a transactional leader will appeal to the self-interest of the followers (Roberto, 2011). Transform is just another word for change, and transformative leaders transform their societies and organizations to be better.

### **A Personal Experience with Change**

The organization I worked for went through changes that affected everyone and unfortunately not for the better. Over seven years, the administration changed personnel so frequently that it became hard to know who oversees whom. Some ended up with multiple bosses, whereas others did not have any. I ended up with no boss for several years, and the whole organization seemed to be in chaos.

The problem started when the president of the organization decided to retire after more than a decade on the job. Due to lack of qualified applicants interested in applying for the job, the human resources department failed to find suitable candidates. When they finally hired a replacement for the president, it was someone with no experience.

The new president started hiring her cabinet members, who in turn started hiring new administrators and firing some of the old ones. The new president and her cabinet did not consult with employees who have been working there for a while. Resentment started building among the employees of the organization, and their morale was at an all-time low.

It was revealed in less than a year that the new president mishandled some organizational funds poorly and calls for the president's resignation started becoming louder that it eventually made it to the media and the local community got involved. The president was let go, but that did not solve the tensions in the organization. Three and half years after that, the organization still could not agree on finding a permanent president. Lots of high management personnel quit the organization. Due to leadership failures in not managing and adapting correctly to change, my organization failed in reaching its potentials.

This paper presented the importance of change and how it is accomplished through different leadership approaches. Change can target oneself as well as groups in organizational or societal settings. It goes on to explain why change is frequently needed and why people and organizations often resist it. There is the good change, change for the betterment of the society and the common good. There is the bad change; a change that is forced upon societies by authoritarian regimes and dictatorships for limited personal gains. A good leader does not have to be born a leader but can learn and adapt to become an influential leader who can transform his followers and bring the desired change to organizations and communities.



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## Authentic Leadership During Times of Change

Julie Kiehne

The authentic transformational leader plays a pivotal role in eliciting positive organizational change. Authentic leaders have a genuine desire to serve others, are self-aware, and lead from core values. Northouse (2017) claims leaders can develop both authenticity over time and the skills needed to help organizations succeed. An authentic leader possesses the skills of being morally grounded, transparent, and responsive to followers' needs.

Truly authentic leaders are morally grounded and uphold an organization's core values in the midst of change. Followers need the confidence and assurance the leader will consistently exhibit ethical behaviors. Leaders maintain integrity when the leader's everyday words and actions reinforce the core values. George (2003) claims, "Authentic leaders know their true north. The one essential quality a leader must have is to be your own person, authentic in every regard" (p. 12). Leaders have a clear idea of who they are, where they are going, and how to move forward. Up and coming leaders live the values and set the pace by communicating clear expectations.

These qualities of an authentic leader can be learned and developed over time. Cooper & Schriesheim (2005) suggest proponents of authentic leadership place a strong emphasis on the creation of interventions to facilitate the development of authenticity. Such interventions sharpen the leader's authentic skills and help the team to grow professionally. Avolio & Gardner (2005) identify, "The positive psychological capacities of confidence, optimism, hope, and resiliency as personal resources of the authentic leader" (p.322). Morally grounded leaders not only make effective decisions, take the right actions, and lead by example, but also significantly out-perform their peers. The true test of an authentic transformational leader is how core values are upheld in the midst of change.

Transparency is key to fostering a culture of trust between authentic leaders

and employees. During times of change, follower's need to feel the leader is transparent in all communications within the work environment. Northouse (2017) claims relational transparency is being open and honest with one's true self. Trust is built when individuals share core feelings, motives and inclinations. Both positive and negative aspects of the work environment must be communicated honestly within the team. It is about communicating openly and being real in workplace relationships.

Employees who are informed and understand team members' roles and the overarching purpose of the company are more likely to put trust in the employer. Employees don't quit their jobs; they quit their bosses. Employee alignment involves looking at the big picture and seeking to understand each team member's role. Employers achieve this by practicing transparency in the workplace. Transparent leadership results in followers who understand the company's vision and how to help achieve team goals. When leaders are transparent and take the initiative to intervene and model solutions, problems are solved faster. By being open and honest about company problems, employees can help discover solutions. Authentic leaders create a culture that values transparency, breeds team engagement, and produces successful outcomes.

An authentic transformational leader is responsive to the followers' needs. Such a leader is a good listener and is attuned to what makes followers feel important and appreciated. Great leaders are aware of how their behavior relates to the needs of the followers and the changing workplace dynamics. A positive culture supports ongoing opportunities for followers to grow, both personally and professionally and establishes an environment that fosters continuous improvement. Authentic leaders genuinely care about the followers and act with compassion to build trusting teams.

An effective leader encourages others and celebrates individual and team accomplishments. Northouse (2016) asserts, "Followers and leaders are inextricably bound together in the transformation process. Authentic transformational leadership is socialized leadership, which is concerned with the collective good" (p. 162-163). Authentic transformational leadership positively affects followers' moral identities and leads to positive decision-making and action by the followers. Transformational leadership positively influences a group's ethical climate and moral action. Leaders can become strong role models and transcend self-interests for the sake of the team. This builds trust and encourages collaboration in the workplace. Authentic leaders are genuinely passionate about the mission, inspire a shared vision and create a map for the team to follow. When a leader enables others to act, followers feel

better about themselves and their contributions to the greater good. Overall, authentic leaders are social architects who clarify the values, develop the culture, and shape it to accomplish positive results.

The fast pace of change in the world in itself requires flexibility and adaptability of leadership styles and approaches in an ever-changing landscape. Leaders often face major decisions, and beliefs can clash which results in a state of tension. Impactful leaders take ownership when issues arise and share responsibility for any mistake. An authentic leader demonstrates an ability to exhibit the right behaviors, especially when needed in times of challenge.

Authentic leadership is the most effective route to inspire followership and action during times of change. When leaders portray a version of their real self, this inspires loyalty among followers who ultimately want a leader who is morally grounded, transparent, and responsive to their needs.

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## A Dynamic Mindset

James Lowery

Every organizational leader faces change on a daily basis and must find a way to incorporate a change mechanism into the culture of the business. Brave, competent leaders are the engine that drives the change mechanism. Without the ability to adjust, adapt, and overcome problems the team will certainly be left behind by the competition or cease to exist.

*Change or Die* (Deutschman, 2007) examines a life or death situation and considers whether a person can make the decisive, attainable, and vital changes to current lifestyle to save a life. Deutschman explains that in a life or death situation a person probably could not change. The concept applies to saving the life of an organization or team. Leaders implementing change will almost always have to confront resistance. Resistance hides the individual's fear of change or lack of trust in the leader to make real change happen. Every team will face transform or else situations. Veteran leadership must be able to navigate the change process and overcome resistance. Great leaders use the best leadership style based on the situation while knowing when and where to apply a particular style.

Organizational leaders must realize the company itself, the employees, and the markets served are all dynamic. Two distinct situations can affect leadership within a team or organization: leadership during change and during the status quo. Transformational Leadership concerns initiating change in a team or organization. For a team or organization to change, the members must begin to do things differently. Change is often challenging and uncomfortable for those who make the changes because team members must perform outside of a comfort zone. Transactional Leadership is the second situation facing a team or organization. This is a leadership that keeps things operating the same way things always have been or the status quo. Leaders who operate in the transactional mode often find the company in crisis mode. A leader operating

in the status quo for too long will place his followers in danger of either being left behind by the competition. A leader must embrace the idea that change is inevitable and build change mechanisms into the culture of the organization.

Change must align with the organization's culture, values, people, mission, and purpose to be successful. The key is building the desire to change and the acceptance of change into the culture and the values. Culture dictates how people think and act when forced to confront change. Attempts to force transformation onto employees will not be successful. This approach only leads to employee resentment and distrust of the leaders in the company. Followers are always very fearful of decisions made without input. Leaders must offer change to the employees and allow active participation in making the changes happen. Leaders must trust and empower employees to create the necessary change. Information and ideas must flow freely between leaders and followers. Leaders and followers actively seek and obtain the opinions of others, communicate openly and always ask for feedback. Some information may be hard to hear, but this information will allow everyone to see reality. Team members should follow the mission and purpose of the organization and inspire the members.

Leadership style is how a leader provides direction to the team, implements change, and motivates people to accomplish changes. Servant leadership philosophy says excellent leaders work to serve the team, not to have the team serve the leader. Very few aspiring leaders realize that a leader is a servant's role. To facilitate change that becomes a lasting part of the company culture, a leader must stand behind followers ready to serve and ready to help fill the teams every need so that the team succeeds. A leader must set aside ego and try not to be the center of attention or followers will feel management is trying to force change onto the followers. Followers are less likely to accept change in this situation. The focus is not on the leader, but on how the team will work together to succeed. A title makes someone the leader; the team will decide if someone is a leader. Leading from behind is not a weakness, but strength.

Employees should adopt a learning culture. Employees can learn from each other and customers and then use that knowledge to improve company performance. Adapting a servant leadership style that allows and encourages followers to succeed, will provide team members with the positive experiences needed to abandon the old beliefs and become comfortable with change as the new norm

One of the most memorable leadership and change experiences came with the Iowa State Cyclone football team. The old head coach was fired, and a new, young, eager leader hired, Coach Matt Campbell. Iowa State had been at

the bottom of the Big 12 Conference football standings for as long as anyone could remember. No one expected the new coach to work miracles overnight. Witnessing the change from the Strength and Conditioning vantage point was enlightening. Unfortunately, graduation would allow only one year of enlightenment.

Before 2016, Iowa State Football culture centered on a caring relationship between the coaching staff and players. The coaches were the player's friends and not leaders. The arrival of Coach Campbell brought immediate change. The coaches were now teachers and leaders, not friends. Many meetings were held to present the players with Coach Campbell's vision of the future and what the player expectations would be. Accountability for actions and performance were keys to becoming a contender in the Big 12. Surprisingly, most of the players were quite receptive to the new vision and jumped on board despite the harder work.

Coach Campbell used many leadership styles during that first year. The coach was a dictator at times who demands the team perform in a certain way and a servant at other times who allows the players input into the situation. Great leaders use the best leadership style based on the situation while knowing when and where to apply a particular style as needed.

A leader can successfully drive change for one project, but this does not mean all of his followers have the desire to transform and the acceptance of change into the culture.

Despite some successes, leaders may find many people still resist. Followers will cling to current beliefs and will not readily accept the new success story. Under-performing scholarship players at Iowa State, who oppose change, soon found themselves looking for a new team.

Leaders must continue to create experiences for all followers in which successful transformation benefits the team and followers propel the change, not the leader. In Coach Campbell's first year, the team only won three games but narrowly lost to top teams like Baylor, Texas Christian and Oklahoma. In fact, one could argue Iowa State should have won a couple of those games. The change in culture created the positive experiences that were instrumental in convincing followers the team was headed in the right direction and change was good.

Other leadership and change situations experienced over the years include working with football teams who stood at opposite ends of the winning spectrum. One team holds the current NCAA Division I losing streak record in 2012 and the other team was the 2016 Rose Bowl winner. Both of these teams had one thing in common, the desire to change. New Mexico State owns the



longest losing streak in NCAA Division I in. The coaching staff undertook a mission to change the culture of the football program and end the losing ways. The team began by reading *Change the Culture, Change the Game* (Connors and Smith, 2012). Enough copies were purchased and given to all players. The whole football team read a chapter every week, followed by *Mindset: The New Psychology of Success* (Dweck, 2016). In this case, a change was introduced weekly but in a way that let the team determine if players would adapt to the change or resist. By 2015 the team shot up to a three-win season and four wins in 2016. During the 2017 season, the Aggies have four wins already with four games to play.

## STANFORD FOOTBALL PERFORMANCE NEWS

OFF-SEASON TRAINING WEEK #1— APRIL 15, 2013

### ARE WE WILLING TO CHANGE?

"Most people are in favor of progress, it's the changes they don't like."

The unknown author of this quote recognizes that change is a very difficult process that requires you to honestly evaluate yourself then confront a weakness and take responsibility for your actions by accepting accountability to improve. The Transtheoretical Model of Behavior Change (TMBC) is an effective tool that can be utilized to evoke a positive change in performance by directing your efforts to improve the decision making process. There are five stages that function to measure your progress as you strive to transform an old weakness into a new strength.

**"First we form habits, then they form us. Conquer your bad habits, or they will conquer you."**

- Dr. Rob Gilbert

**Precontemplation:** Resistant to change and defensive when offered help. "That evaluation is b.s. man! I watch film all the time, you just don't see me."

**Contemplation:** Recognizes the need to change but doubts ability to succeed. "I know I should watch more film but I don't have enough time taking 18 units."

**Preparation:** Planning to change in the immediate future. "I am going to start watching film before my lifts next week."

**Action:** Actively working to change. "I watch 30 minutes of film before my lifts on Tuesday and Thursday every week."

**Maintenance:** Has changed and is working to prevent relapse to old habits. "I have to find a way to watch film this week and dominate these two midterms!"

### HOW A CHAMPION CALLS FOR CHANGES

"The toughest challenge I've faced as a coach is taking a team that's performing poorly and turning it around. I've done it three times now. Those turnarounds taught me a fundamental lesson about leadership:

**You have to be honest with people—brutally honest. You have to tell them the truth about their performance, you have to tell it to them face-to-face, and you have to tell it to them over and over again.**

Sometimes the truth will be painful, and sometimes saying it will lead to an uncomfortable confrontation. So be it. **The only way to change people is to tell them in the clearest possible terms what they're doing wrong.** And if they don't want to listen, then they don't belong on the team." - Bill Parcells

### WEEK #1 GOALS

1. Pick-up nutrition goal ladder to start fast this off-season
2. Use supplements? Discuss your plan with Coach Turley
3. ATD learning new speed & agility techniques
4. Be early for your evaluation and take notes!
5. S.M.A.R.T. Goal Ladders submitted and emailed to Coach Turley by 4/22 @ 7:00 pm



**THIS WEEK...**

- Team Agility Competition & Technician @ 4:00 on Wednesday—Conflict Run @ 12:15
- Make sure you know what groups you have signed up for each day.

Figure 1

The 2016 Stanford football team, under head coach David Shaw, convincingly won the Rose bowl over the Iowa Hawkeyes. Stanford is no

stranger to success but is always looking for more success in the future. Reading “Stanford Football Performance News” (Stanford Football, 2013) was mandatory in the off-season. The newsletter had to be read and understood by the football team (see Figure 1). All players received a new copy of the “Stanford Football Performance News” (see Figure 2) every Monday during team workouts. Each week introduced a different change topic that, if adopted, would improve team performance. Individual players who could demonstrate this change throughout the week were rewarded. Each Friday a quiz was given on the concepts presented. Winners of the quiz contest watched the losers perform extra work during practice.

## STANFORD FOOTBALL

# PERFORMANCE NEWS

OFF-SEASON TRAINING WEEK #3—FEBRUARY 1, 2016

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### HOW STRONG IS OUR WEAKEST LINK?

“The strength of the team is impacted by the weakest link.”

This is the lesson to learn from author John Maxwell, an expert in developing leadership and teamwork, in his book *The 17 Indisputable Laws of Teamwork*.

**The Law of The Chain** affirms that the chain is only as strong as the weakest link. Thus the weaker links must be identified by the strong members of the team. Then the strong must help to develop the weaker members of the team. For if the weak do not pay the price and show strength they will soon be resented by the strong. Thus rendering the team’s trust and confidence fragile and likely to break under the pressure of competition.

Notice the impact of a weak link on the strength of the chain in the following...



**If everyone pays the price...**  
 $10 \times 10 \times 10 \times 10 \times 10 = 100,000$

**If one man pays half price...**  
 $10 \times 10 \times 10 \times 10 \times 5 = 50,000$

The strength of the chain is cut in **HALF** by one weak link!!!

Weak members of the chain are easily identified by their actions.

The weak...avoid or resist coaching.

The weak...have a negative attitude.


The weak...are convenient competitors.

The weak...doubt themselves.

The weak...make excuses.

#### THIS WEEK REMEMBER.....

- Team Run Tuesday & Thursday @ 6:30 am  
Team Tech @ 4:00 pm
- Are you achieving your process goals?
- Summer school on-line application due by **FRIDAY 2.5.16**



**PLAN YOUR WORK. WORK YOUR PLAN.**

- Detail your sleep, nutrition and hydration to dominate the team run!
- What supplemental recovery work are you doing on your own?

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**WE MUST AVOID THE 5 DYSFUNCTIONS OF A TEAM**

INATTENTION TO RESULTS

AVOIDANCE OF ACCOUNTABILITY

LACK OF COMMITMENT TO THE TEAM

FEAR OF CONSTRUCTIVE CONFLICT

ABSENCE OF TRUST BETWEEN TEAM MEMBERS

“Football doesn’t build character. It eliminates the weak ones.”

- Darrell Royal

Figure 2

Building the desire to change and the acceptance of change into the culture and the values of the company will provide the difference between surviving in a dynamic environment or ceasing to exist. A built-in change mechanism will give the company a competitive advantage in the market and provide game-changing results. Performance improvements are extremely challenging to achieve in a company that is managing to the status quo but are commonplace in organizations that embrace change. The change in leadership and culture in the Iowa State Football program has continued during the 2017 season. The Cyclones have now defeated two top five teams and boosted the team record to six wins so far this season. Continuous change has kept Stanford Football in the national spotlight and change at New Mexico State is leading the way into a winning future. Coach Shaw recognized that if Stanford was going to stay on top of the competition, the team had to embrace change.

Since Stanford was the dominant football program, every other team focused on beating the champions. Stanford football needed a system of continuous change to stay on top. Staying the same will lead to stagnation, opponents will catch up and surpass you. Because of this, Coach Shaw introduced change and adversity every single week in the form of “Stanford Sports Performance News.”

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## Navigate Change Through a Common Purpose

Michael Mangan

A key aspect of becoming a successful leader is the ability to implement and overcome change. While there are many facets to promoting successful change within an organization including communication and collaboration, the most significant is aligning change towards a common purpose.

Common purpose often focuses on the mission statement, but it is important to understand that implementing common purpose is personal. Hickman, Robinson, and Sorenson (2013) define common purpose as “a deeply held sense of common destiny, a life course or calling; it is aligned with a mission but resonates profoundly with people’s values and their sense of themselves” (p. 4). Successful leaders comprehend that common purpose is not just about the organization’s mission. It is personal and involves all stakeholders.

The first significant shift toward a common purpose is a mindset change from an individualized focus to a group focus. It is important that everyone in the organization aligns with the same purpose. This is a challenge when considering the diversity of stakeholders potentially involved in an organization. An important step towards developing a common purpose is building trust. Through trust, connections and relationships can thrive, allowing the ability to develop a common purpose.

Development of a common purpose in an organization is the job of the leader. A leader goes about developing a common purpose through building relationships with stakeholders involved in an organization. Building connections between individual goals and the mission of an organization relate directly to a leader’s ability to navigate change.

A leader’s capacity to listen to followers is key to building connections. Through being a listener, leaders create personal connections with groups of followers. This allows for an understanding of individuals personal and

organizational values. Once networked, leaders then can build systems to collaborate and work towards a common purpose.

A challenge that leaders often come up against is the lack of trust among followers and their leaders. Kouzes and Posner (2010) state that people “trust a stranger more than their boss” (p. 75). When attempting to create a common purpose within an organization, trust is imperative.

Leaders working towards change must realize the importance of building a foundation of trust between fellow employees. Change will fail without trust in an organization. Trust opens the doors to communication and the ability to accomplish goals as a group. Developing trust enables leaders and followers to work with a common purpose.

Building trust in an organization takes skill. Great leaders can overcome the challenge and build common purpose among followers. According to Edwards (2016), leaders build trust through patience, calm, transparency, openness, flexibility, mutual feedback, and continuous team building. With these techniques, leaders create a collaborative environment where the common purpose can be established and used when navigating change.

Common purpose requires an environment of collaboration. Due to the complexity of leadership tasks involving many stakeholders, collaboration needs to exist and align towards a common purpose. It is the role of the leader to build collaboration in an organization.

In the world of education, collaboration has become a staple. This problem stems from the many different educators, staff, and administrators that impact students in the classroom. Royal (2014) explains that collaboration is about people with varying backgrounds coming together towards a common purpose. Collaboration can be a challenge in education due to innovative changes taking shape in classrooms across the country. A leader in education must build collaboration to create success, but how are they to overcome the challenges?

Classrooms are moving from brick-and-mortar to online learning that involves project-based and personalized learning models. Finding common purpose in a complex setting is a significant challenge for today’s leaders. These complexities include a diverse geographic location, varied learning mediums (including online, blended, and traditional learning models), and a continued increase in content. Successful leaders turn challenges into opportunities. This is done by aligning the mission of a common purpose with the diverse internal and external stakeholders involved in the organization.

An important step is to find something that all members of the organization have in common. In the case of education, it is the students. All stakeholders

involved in education carry the task of doing what is best for students. Once that is established, growth can happen, and the work towards developing a common purpose can begin.

An organization must share a common purpose to navigate the difficult process of change. Establishing a common purpose is often a paradigm shift for many organizations. Through trust, collaboration, and finding commonality, organizations can successfully implement change using common purpose as a vehicle.

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## Path Toward a Goal

Matthew K. Ohs

Successful leaders deliver results, often through change. Change also forces leaders to navigate through the uncertainties that it brings. Guiding a team through a process or period of change can be a difficult task and a true test of a leader's abilities. Results determine the perceptions of a leader: success is tied to the strength of leadership, failure to a perceived lack of it. Effective leaders work through change by focusing on behaviors that encourage team growth and success.

A team's characteristics and tasks help determine a leader's most effective management style and behaviors. According to Northouse (2016), Path – Goal Theory allows a leader to ensure their team reaches its goals by using certain behaviors and approaches best suited to the followers' collective needs, motivations, and skill gaps (p. 115). These behaviors include actions that are directive, supportive, participative, and achievement-oriented, with the most successful behavior dependent on what the followers need most for success. In short, Path – Goal Theory allows a leader to lead a team by defining goals, clarifying a path forward, eliminating obstacles, and providing support along the way (p. 116). These actions ensure that a team has all of the motivation it needs and that a leader can utilize different styles to overcome a variety of obstacles.

The nature of an obstacle and the makeup of a team determines the most effective leadership behavior. Teams which follow rigid guidelines and procedures rely on a directive approach to tackle ambiguous, unclear, and complex obstacles. These behaviors provide clear leadership and expectations even when tasks are vague or undefined. Supportive behaviors are needed when regular work is repetitive and mundane, leaving workers unenthusiased and unsatisfied. These actions nurture followers in the face of unfulfilling work. Participative behaviors emphasize a leader's dedication to tackling vague,



undefined, and unstructured problems as a team. Through collaboration, a leader helps a team work through an obstacle together. Finally, achievement-oriented behaviors help teams with high expectations and a need for achievement to overcome complex challenges (Northouse, p. 121). A wise leader will choose behaviors best suited to help a team complete work in its preferred manner and style.

### **Path – Goal Theory Application**

First Congregational Church enjoys a high level of success through the leadership of its Senior Pastor Kelly. After her decade at the helm, the church is the largest traditional Protestant congregation in its mid-sized city. She guides a successful capital campaign, encourages renovations to the historic building, and retires all church debt. The congregation of 1,300 is very grateful for her directive leadership and the accomplishments it brings.

Three months after Pastor Kelly retires all church debt, everything changes. She becomes ill and steps away to focus on her health. The church's leadership council and operational boards are unsure of how to proceed and face difficult decisions: how will the church function without Pastor Kelly's steady, experienced leadership? Who will guide the congregation through the challenging times ahead? What identity will the church have without her as its pastor? Facing few options after Kelly's unexpected retirement, the leadership council appoints Associate Pastor James as Acting Senior Pastor for the duration of the search committee process.

Pastor James assists Pastor Kelly with much of the church's mission work. In his early thirties, he brings a youthful energy to his outreach ministry and sermons, often incorporating guitar, singing, and pop culture references. He is well-liked by younger members of the church for his participation in activities, but older members of the traditional congregation believe he still needs to mature as a leader.

As the transition unfolds, the church begins to face unfamiliar obstacles. Membership doesn't outright fall, but both Sunday attendance and giving decline significantly. First, the early worship service is eliminated, and then other church functions are reduced to meet the realities of its budget. Board attendance also declines and regular meetings are scheduled more infrequently. James knows he will have to act fast to inspire change within the congregation and turn the situation around.

As a Congregationalist assembly, the church is ultimately governed by its members in a leadership council and three boards focusing on outreach work, member support, and finance. Each focus is different and relies on having the right members to complete the work. James directs the council to hire

an experienced administrator as Interim Associate Pastor and informs the congregation at large that he does not wish to be considered as a candidate for the church's next senior leader. Free from this delicate situation, James begins guiding the congregation towards answering the questions of identity and vision that plague them during this time of uncertain change.

James approaches each board and asks that they invite all who wanted to be involved to join and also asks them to redefine their roles and set new goals. Who do *you* want to be as a church, and what do you wish to accomplish, he asks? He alters his schedule to be able to attend each meeting for guidance, often with his family there with him. Younger and new members volunteer to help him with the extra workload of running the church, and the congregation comes together in new ways. Even though the between-service coffee hour is canceled, families take turns baking and serving refreshments each week. Fundraising becomes a community effort rather than the work of a small, dedicated committee. When the church reaches its fundraising goals, the entire congregation celebrates its achievement together. Outside groups ask to be involved with outreach ministry efforts, which the church welcomes. A local Hispanic church offers to provide a weekly meal for both congregations to attend. The congregation organizes a block party to showcase the church as the heart of downtown, which features James and his guitar as the main entertainment.

After 18 months of building community ties, redefining their missions, and expanding the church's perception of itself, all three boards jointly ask the church council to again consider James for Senior Pastor. When he is approached with an offer, he stuns the congregation by declining. He has no interest in running the church and wants to stay in his former role as outreach minister. He encourages the search committee to look again at its vision and to compare it with what the congregation has accomplished and become during the transition. Several months later, the church welcomes a new Senior Pastor and James resumes his work in outreach and youth ministry, this time enjoying the full support of church elders.

### **Reflection**

As the chair of the finance committee and a representative on the overall church council during these events, this author experienced the effective application of Path – Goal Theory in a complex congregation. Pastor James is successful at leading the church through a difficult transition because he adapts his leadership style to fit the different needs of its governing committees. By involving himself with each team, he understands the unique obstacles they face and learns to change his behaviors to help all succeed. He ensures that each

team has the tools it needs to complete its work, that he helps in reducing or eliminating all obstacles, and that he approaches them with a style that works.

Leaders are seldom expected to maintain the status quo. Change remains a constant, and leaders are required to successfully navigate the challenges that it brings. Likewise, leaders are required to effectively counter any resistance that accompanies it. Path – Goal Theory allows leaders to deliver positive results and value through adaptive behaviors, especially during periods of uncertainty and change.

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## Guiding a Team Through Change

Lori Steinke

Guiding a team through change is a challenge all leaders will inevitably face. A successful leader has the knowledge, communication skills, and determination to guide a team through collaborative change.

Knowledge is imperative for a leader to navigate a team through change successfully. It is crucial to the success of a project for a leader to adequately assess and understand why the change needs to happen and how it will impact on the organization, the staff, and the customers. A successful leader understands the importance of forming a team of people that contribute expertise and knowledge to determine the best possible solutions to adapt to the change. This collaborative knowledge helps define what is necessary to prepare for, implement, and sustain the changes; it is the foundation on which the entire structure of the change plan is built.

The change plan guides the leader and the team through the inevitable challenges that will arise. Taking the time to prepare for the change creates a clear plan of action and, with input from the team, helps to identify possible risks that can be eliminated or reduced. Once the change plan is in place, a leader collaborates with the team to identify the steps to accomplish the objectives as well as create a timeline with completion dates. Resources are then allocated to manage the objectives. A leader must know what resources are available and how to utilize them best. With this knowledge, a leader and the team have an understanding of what needs to be accomplished, by whom, and when.

Communication plays an important role in navigating a team through change. Communicating vision for change effectively engages the team and gains trust. Being open and transparent when communicating status updates or changes makes stakeholders feel trusted, and as a result, more committed to the outcomes. Communication not only builds trust and confidence in the leader,

it opens the door for input from the team, making individuals feel valued in their contributions to the change process. Without communication, nothing moves forward. Once a plan is created and a team is in place, it is imperative that a leader communicates the outcomes of the project, the roles of everyone involved, and who is responsible for each task. A leader also takes the time to make the appropriate connections within the team as well as locates any outside resources that may play a part in the project. This allows the exchange of any necessary information without having to involve the leader as a liaison. Communicating expectations and responsibilities leads to team success when navigating change.

Successful leaders realize that constant and continuous communication is integral to navigating a team through change. Regularly scheduled meetings keep the whole team informed of the progress of the project as well as any new developments that may have an impact. These meetings also set up a timeline for any new action items that come up or as an accountability check for members of the team to make sure the objectives are on track. In addition to communicating with the team members, it is important for a leader to regularly communicate the progress of the project with any other stakeholders that may not have a direct role in the change process. Regular communication alleviates tension and builds trust in leadership.

Determination supports a leader's endurance to navigate a team through change successfully. Anytime there is change, there are challenges to overcome. A leader collaborates with the team members to identify challenges before they can happen in order to prepare in advance. Determination is important for a leader because it keeps the focus on the bigger picture and the objectives at hand.

Determination is important to push through challenges and continue to look for solutions to problems. A leader is responsible to pull the appropriate people together, identify the issue, and lead the conversation to work towards a solution. These situations may be addressing a previous solution that didn't work or coming up with a solution to a new problem. It is not uncommon to determine that a new solution is needed due to some discrepancy in the initial solution before and sometimes after it is implemented, however a leader's determination will keep the team focused on the outcomes.

### **A Personal Case**

A determined leader impacts the determination of the team. Assembling the team can bring more ideas forward for the group to discuss and lead to alternative solutions. Recently, this happened on a personal project at work. I scheduled a group discussion to try to reduce the electronic file storage that is

used to save merged documents. Currently, there are two source systems, one of which is the new electronic health record that creates two separate packets of information and are then merged. Initially, I was pursuing an option to have the new electronic health record pull in data from the other system through a location where it is being autosaved instead of merging the information after. After discussing with the group, members from another application said they could do it, and that it only requires one upgrade to the system to implement. This is an example of how determination leads to the solution of a problem through an unexpected source.

A leader's determination is useful when dealing with the ongoing effects of negativity from staff that are resistant to change as well as team members that are feeling overwhelmed or overworked. Change is difficult in many ways, and it is easy for staff in an organization to become negative about how the changes will impact them. This negativity can spread quickly if not addressed. Negativity also occurs within the project team when there are too many things going on over a long period and when an individual does not find meaning in their work any longer. In this situation, it can become difficult for a team member to continue to be motivated and eventually will feel burned out. A leader's determination over time sets an example for dealing with change. Determination provides a leader with the perseverance to confront these situations directly in a way that relates to the employee.

Challenges will test the effectiveness of a leader regularly. A leader's determination is demonstrated by how well the plan covers these challenges, as well as how the leader responds to and addresses any that occur after the change plan is created.

Change is inevitable. A successful leader uses knowledge, communication skills, and determination to navigate a team through the entire change process. These fundamental abilities develop a foundation for collaborative change.



## A New Athletics Culture

Samuel Sujecki

Developing a healthy team culture is as important in sports as it is in the corporate world. Successful sport franchises have strong, deep-rooted cultures. These organizations have a defined way of doing things, ingrained habits, to which every member of the organization adheres. When an unsuccessful organization makes a change in a leadership position, often that person assumes the task of improving the organizational culture. Of course, that's much easier said than done. Changing a collective culture is difficult because culture is a habit. People prefer doing things a certain way and people are resistant to change. It is important to understand why team culture is essential in sports and how a leader goes about changing the organizational culture.

A culture is the expression of a team's values, attitudes, and beliefs. It determines the organization's focus and what the organization promotes and the goal that everyone is striving to achieve. The culture is grounded in an identified mission and shared goals. It is a positive thing when you have a good culture of hard work, winning, sportsmanship or any other positive qualities. The culture creates standards of acceptable behavior on a team, either explicitly or implicitly conveying to members what is allowed and what is not. These standards can dictate to team members how to behave, communicate, cooperate, and deal with conflict. When clear standards exist, everyone on a team is more likely to abide by them.

Coaches take an active role in the creation of a team culture. Through leadership and open discussions with team members, the team can identify the values, attitudes, and beliefs that everyone wants as the foundation. When establishing a new culture, one of the first things a coach does is identify people who are committed to the organization and dedicated to achieving the mission.

The book *Good to Great* (Collins, 2001) states, "the good-to-great leaders begin the transformation by first getting the right people on the bus and the wrong



people off the bus and then figure out where to drive it” (p. 63). Once the right people are on the bus, a leader can begin sculpting a new culture. Collectively, the organization must determine what values, attitudes, and beliefs are going to act as the foundation for the team culture. Goal creation will begin for the organization, team, and individual players. Once the foundation and a new vision are set, collectively everyone can set out to accomplish the new goals.

When trying to change a culture, there needs to be a level of understanding of how a positive culture will appear. An example of a high functioning culture are caring leaders who are athlete-centered and focus on the success of the students. Everyone works together and there is support for one another. Finally, from the top-down, there is unwavering support from the administration. So when a new coach or manager takes over and assumes the task of improving the culture, how does a leader go about changing the organizational culture? Like any organization, first, a leader must assess the situation. Several factors could have contributed to a poor culture. There could be a lack of administrative support. Was administration ignoring that there was a problem in the sports culture? Another level of potential failure could be the coaches. Was there poor coaching or was the emphasis by the coaches on winning only and relationships weren't developed with the athletes? Sometimes parents can be overinvolved and still not be supportive of the coach's message or the athletic program. When parents are unsupportive, this tends to lead to poor behavior at games. Finally, the last piece of the puzzle is the student-athlete. The students have to be committed to sports involvement and be willing to hold other athletes accountable for their level of commitment. There have to be firm expectations for the student-athlete. Active leadership has to hold all students accountable for academic performance.

Coaches have to be deliberate about creating the culture they want. They cannot just assume that change will happen or emerge on its own. While being deliberate, coaches must have a process that the team can follow to develop their culture. Every successful organization has a list of goals they would like to achieve. It is important to match the desired values and behaviors to match the goals the team wants to achieve. Beyond the coach, team players play an important role in representing a positive culture. Effective teams have team captains who role model the desired behavior and hold other players accountable. The coach cannot be the sole person to carry out the mission. Players need other players, viewed at a peer level, to act as role models. When players and coaches are on the same page, poor behavior is dealt with immediately and there are consequences. Conversely, appropriate behavior is recognized and immediately rewarded in a meaningful way.

Creating change within an athletic program is not easy. There needs to be a collective buy-in from several parties: administration, athletic director, coaches, parents, and student-athletes. Above all, there must be structure, accountability, and simple goals for each member to achieve.

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## Putting It All Together

Riley Swier

“People don’t care how much you know until they know how much you care.” -John C. Maxwell

Maxwell’s simple, yet profound, statement illustrates how complex and important leadership can be. Taken at its face value, it is a simple sentence in structure. However, exploring each part of the statement shows that leadership as a position is only part of the equation. Displaying this “care” takes deliberate planning, interactions, and high-quality communication. More importantly, this process takes time, as it describes the relationship leaders build with followers. Successful leaders build on a foundation of solid relationships. This article defines leadership, outlines leadership philosophies, explores lessons learned through the Change Leadership class at Winona State University, and describes a 21st-century leader.

### Leadership Defined

Leadership is many things. It is a position that people occupy and a title they wear. It is a relationship among groups of individuals. Leadership is a concept that is dynamic and constantly changing. Leadership is complex in that there is no simple definition of the term. At the same time, there are many things that leadership is *not*. Leadership is not an accomplishment, nor is leadership a single action: it is a process. Additionally, it is not a “one size fits all” approach. Every person, group, and organization is different, and therefore, no single leadership theory/style will be successful in every case. Leadership has no right or wrong theories/styles; there are simply more effective and less effective styles given the individual leader and their unique situations. Ultimately, leadership is a process in which an individual influences a group to achieve a common goal.

### Leadership Philosophies

Numerous theories regarding leadership exist. Some theories help people to

better understand leadership, such as Traits, Skills, and Behaviors, while others focus on leadership processes (Situational, Transformational, Authentic, and Servant). To varying degrees of success, each leadership philosophy has merits for a leader, although its effectiveness depends on unique factors including personality and situation.

Learning theories of Traits, Skills, and Behavioral Leadership can help aspiring leaders understand the basics of leadership. Together, these theories describe qualities and actions that successful leaders embody and display on an everyday basis. Each of these theories has components that are found in other theories. These theories are easy to define and therefore more tangible: the traits, skills, and behaviors of leaders are readily visible. Other theories are not as tangible or easily seen, so using components of the Traits, Skills, and Behavioral Theories help people to better understand more complex approaches.

Situational, Transformational, Authentic, and Servant Leadership all have a major commonality: these focus on the relationship between leaders and followers, specifically meeting the needs of the followers first. Situational Leadership demonstrates the complex nature of leadership. It illustrates the importance of personally knowing individual followers (or groups of followers) and making sure that you approach every situation with the appropriate leadership style. Transformational and Servant Leadership both work to raise the overall success and achievement of all employees, which in turn increases the overall success of an organization. By having the leaders support the followers, the theories suggest all will improve and perform at a higher level. Authentic Leadership provides the foundation for the leader-follower relationship and lays out the framework for ensuring high-quality interactions between leaders and followers.

### **Key Takeaways from Change Leadership**

This author has always been intrigued by leadership. I remember being in middle school and thinking about what characteristics classmates possessed that makes one more of a leader than another, what causes people to gravitate towards others, and what makes them stand out? I now realize that I was in the beginning stages of forming my view on leadership – what it is and what makes good leaders. A better understanding of these questions has been achieved through the readings, activities, and class discussions of the Change Leadership course.

The varying descriptions of good leadership and its foundational concepts can be overwhelming. When describing leaders, it is important to pay attention to the differences between traits and skills. Traits describe the leader's personality, while skills are demonstrated in actions. Take, for example,

organizational skills. A leader is organized when they manage well and work efficiently. A leader that is good at organizing is good at setting processes and procedures into place. Just because a leader is organized, does not mean they are good at organizing. Conversely, just because a leader organizes well does not mean they are organized.

Noting the differences between traits and skills helps keep perspectives of leadership clear. Each leadership philosophy is different, but it is very apparent that most of the theories contain components of others. Theories such as Servant and Transformational Leadership include parts of Skill, Traits, and Behavioral Leadership. Without understanding the differences between describing the leader traits or actions, an already complex process can become even more complicated.

### **Putting It All Together**

Leadership is a process. Each action within the process is separate and unique. This uniqueness stems from the diverse characteristics and backgrounds of individual people. Because of this uniqueness, there is no blueprint for a perfect leader across all settings. What works for one leader in a situation may not work for another leader in a similar situation. Although it might be a similar situation, every leader is different, as are their followers, the relationships between the leader-followers, and their situations. Successful leaders must develop their leadership toolbox so that the right leadership tools are available when the need arises. These tools are a combination of skills and traits and are displayed through everyday behaviors and relationships.

Great leaders understand that they are never “off the clock.” When in a leadership position, people will always view the leader through that role, regardless of the setting. Because leaders are always viewed as leaders, leadership (present or not) is constant. It is not a task that can be checked off or accomplished through a meeting or conversation, it occurs throughout every action and interaction. Leadership also requires a lot of continued learning. Because of the complex and dynamic nature of leadership, leaders have no choice but to learn through doing. The challenge for leaders is to constantly learn from experiences. Mistakes will happen, and there will undoubtedly be failure along the way. Leaders must not be afraid to fail as it is part of every learning process. The only true failure in leadership occurs when leaders fail to learn.



## The Omnipresence of Change

Terrelle Wilson

The one constant reality of the human experience is change. Change is so ever-present in our lives that one would assume humanity would embrace this winding road of transition. Nonetheless, leaders with experience have first-hand knowledge that change is often held at an arm's length among followers. Whenever routines are interrupted, expectations are challenged, or norms altered, resistance can be triggered by individuals. This resistance can be overt and active or subtle and seemingly passive. People by nature seem to long for stability and cling to what is known. Change challenges these treasured ideals.

Just as a wise and experienced farmer knows one must prepare the soil to produce a harvest, so a seasoned leader understands they must take steps of preparation to cultivate the desired outcomes of change. Without these necessary elements in place, leaders will collide with the fallow ground of follower's hearts and minds that may be resistant to change. However, if a leader embraces the proper components required to successfully lead through change, including vision, addressing core beliefs, engaging key stakeholders, communication, and long-term commitment, change will spring forth and blossom.

According to Dinwoodie, Pasmore, Quinn, and Rabin (Dinwoodie et al, 2015), research consistently shows that planned changes fail 50-70% of the time within organizations (p.2). Therefore, it is imperative for leaders to know and understand the unique dynamics of change and embrace effective leadership tactics and techniques in the process of change.

As a leader initiates change, the one indispensable element is a clear and compelling vision. Standing on the steps of the Lincoln Memorial, Dr. Martin Luther King Jr. did not declare, "I have a few good ideas!" He declared with clarity and passion, "I have a dream!" It was a clear and compelling vision that



was critical to creating a different future for many Americans. According to Robert Tanner, a vision paints a compelling picture of what the future will look like after the change takes effect. Vision is also the catalyst that convinces stakeholders why they should let go of the past, sacrifice and work hard in the present, and follow the leader into the future (Tanner, 2017).

An additional benefit of having a clear and compelling vision is it becomes the fuel for an organization on the journey in the uncharted waters of change. Vision empowers leaders as well as followers to endure the uncertainty and challenges that stand in the path of progress. As an organization continues down this path of progress, communication becomes a necessity in maintaining unity and strength. According to Desai (2015), leaders should make it their goal to over-communicate the vision at key levels within the organization. The practice of communication with key stakeholders keeps the vision at the forefront of follower's minds and has a greater ability to shape the outcomes a leader desires. Tony Robbins, an internationally known speaker, often says "Communication brings clarity. Clarity brings confidence." As a leader continues to set the vision before followers within the organization, it clarifies the vision and takes root in the hearts and minds of the multitude. This clarity leads to a collective confidence that the change is not only the right thing to do and indispensable, but that change is entirely possible.

Another critical component in the process of creating change as a leader is addressing mindsets and beliefs. The strength and vitality of any culture rests upon the depth of shared values and beliefs. Every organization has a certain climate and culture that must be taken into account by a leader as they journey toward change. If an area of an organization has deficits that leaders agree should change, it is imperative to examine the attitudes, values and beliefs of everyone involved. Vision can be cast, mission statements can be redone and policies can change, but if the beliefs and values that created the culture of the organization are not changed, long-term success and desired outcomes will not be sustained or realized. Therefore, to create ongoing change, one must plant the seeds of new beliefs and cultivate new mindsets.

In the famous words of Donne (1988), "No man is an island, entire of himself..." (p. 108). This quote rings true in the context of carrying out change in an organization. No leader can create change within a vacuum or in isolation. The success of the desired change rests upon engaging key stakeholders. The engagement of these key stakeholders will be a microcosm of the process within the larger organization. It will involve sharing the vision with clarity, addressing mindsets and beliefs that will ultimately lead to a long-term commitment to birth the new change. The buy-in from this smaller

circle will eventually ripple through the organization creating momentum and ultimately a tipping point toward the desired change. Leading and engaging others in the process of change is a unique challenge. According to the Center for Creative Leadership, change leadership is about enlisting people in change and keeping them committed throughout, in the face of uncertainties, fears, and distractions (Dinwoodie, p. 2)

Leaders have the additional challenge of leading in the midst of a complex, volatile and uncertain world. Therefore, the need for clear and healthy communication becomes even greater in the modern world. When a leader decides to embark on the journey of change, they must also commit to communicating throughout the entire process. A lack of communication leads to many negative outcomes like confusion, anxiety, false assumptions and halted progress. As a leader, communication serves as the scaffolding to build and accomplish the vision. Communication becomes the medium a leader uses to continue to paint the picture of the future reality in the present moment. Liz Wiseman, an experienced leader and president of the Wiseman Group, suggests most leaders err in leading through change by their lack of communication. She also suggests that many leaders hesitate to communicate because they are waiting for all of the unknown information to become known. It is acceptable for a leader to not have certainty on every facet of the process with absolute clarity. The leader should simply communicate what is known and what is still in the formative process. She suggests that followers will respond better to honest and transparent communication rather than a lack of communication (Wiseman, 2015).

As the popular proverb reassures us, “Rome was not built in one day.” This wise saying instructs us to be patient in the process of building something significant. Taking on the task of carrying out successful change within an organization will require patience, endurance and a commitment to a long-term plan. During this process, leaders must stay engaged in the process while keeping the pulse of the people. A leader must be able to observe if things are going well or not, as well as be in a position to make slight adjustments if needed. Followers need assurance that a leader will see the process through to the intended end. If followers begin to question the leader’s commitment, this will erode confidence and commitment to the vision. A leader in the process of evolution must commit to sustaining two key realities: stability and change. According to Dinwoodie (2015):

*“To achieve the full performance potential of the organization, energy must be given to both poles simultaneously. We hold constant the organizational*

*elements that are critical for reaping the benefits of today's business model while driving the innovations that propel us toward our desired future."*  
(p.6)

Leaders must embrace the tension between the stability of the present and the uncertainty that future change promises.

As a leader, change is one of the most common, yet complex, challenges to master. It is a leader's job to be effective in this specific niche. Some key elements that will increase success in the desired transition include having a clear and compelling vision, addressing beliefs and mindsets that are needed to actualize the vision and those that would hinder the vision, engage key stakeholders, communicate effectively and remain fully committed throughout the process.

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Change: A Leader's Perspective represents the culmination of the Change Leadership course taught at Winona State University in the fall term of 2017. Leadership is a broad category with many facets. This book explores the subject and offers students of leadership and aspiring leaders current perspectives on leadership theories, the omnipresence of change, and personal reflections on the course material. Additional thoughts which resonate throughout this text are that leaders influence outcomes and that leadership manifests itself in change, whether by cause or effect.



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